



DEPARTMENT OF THE ARMY
2D BRIGADE, 1ST ARMORED DIVISION
UNIT 23704
APO AE 09034-3704

AETV-THO-Z (100)

25 June 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter 03, Leadership and Equal Opportunity

1. **PURPOSE.** To establish policies concerning Leadership and Equal Opportunity within the 2nd Brigade, 1st Armored Division.

2. **APPLICABILITY.** All soldiers assigned or attached to 2nd Brigade, 1st Armored Division.

3. **POLICY.**

a. **Equal opportunity is a leadership issue.** Discrimination and sexual harassment will not be tolerated at any time within the 2nd Brigade Combat Team. Maximum unit effectiveness depends on the soldiers, civilian workers, and family members of each unit receiving equal opportunity and treatment based solely on merit, fitness, capability and potential. Commanders will monitor the human relations' climate within their units to ensure that no unit interaction is based on race, color, culture, religion, gender, or national origin.

b. **Equal opportunity enhances combat skills.** For leaders to achieve excellence in combat, interpersonal skills must be combined with conceptual, technical and tactical skills. The effective application of interpersonal skills such as coaching, counseling, and empowering, allows leaders to better communicate intent and motivate their soldiers. Equal opportunity is the cornerstone of all interpersonal skills. Like any other skill, leaders must practice equal opportunity at all times and places to ensure proficiency. Assistance in honing interpersonal skills can be obtained from the chain of command, equal opportunity advisors, equal opportunity leaders, chaplains, inspectors general, and other community resources. Encourage personnel to use these resources to report and take action against any perceived inappropriate behavior.

c. **Equal opportunity supports leadership mission accomplishment.** Equal opportunity must be a part of the primary considerations for all unit actions. Leaders must show all soldiers that the Army values are real to them. Leaders consistently acting on those Army values show this. All members of the 2nd Brigade must know that equal opportunity is an integral part of leadership.

d. AR 600-20 requires that the General Court-Martial Convening Authority (Commanding General, 1st Armored Division) be notified within 72 hours of a formal equal opportunity complaint. 2nd Brigade Battalion and separate Company Commanders will notify the 2nd Brigade Commander within 48 hours of a formal equal opportunity complaint. In addition to that guidance the following constitutes a 2nd Brigade Commanders Critical Information Requirement (CCIR) in which the 2nd Brigade Commander must be notified immediately. A formal complaint where the accused is E-7 or above.

4. POC is the 2nd Brigade Equal Opportunity Advisor at DSN 485-6554.

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5. This policy supersedes the previous policy, is effective immediately, and will be posted on all unit bulletin boards.

6. IRON BRIGADE!

A handwritten signature in black ink, appearing to read "John D. Johnson".

JOHN D. JOHNSON
COL, IN
Commanding

DISTRIBUTION: A